

ORIGINAL

Amherst Survival Center

Cover Sheet – Social Service Activity

AGENCY NAME: Survival Centers Inc. aka Amherst Survival Center

AGENCY ADDRESS: PO Box 962, 138 Sunderland Road, N.Amherst, MA 01059

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2015 CDBG FUNDING REQUEST

1. Project Name: Expanded Services of the Amherst Survival Center Emergency Food Pantry, specifically its Kids Boost, Weekend Hours, and Expanded Distribution programs (in both its onsite monthly distribution and in its Senior Mobile Pantry (SMP) program).

2. Project Description (1-2 sentences): The Amherst Survival Center (ASC) is requesting \$47,000.00 to support its efforts to expand its nutritious distribution to families and individuals in need through its Emergency Food Pantry. The ASC's Emergency Food Pantry, its Senior Mobile Pantry (SMP) and its Kids Boost programs promote good nutrition for low-income residents of Amherst and the surrounding areas, including children, seniors, and many who are experiencing homelessness. This proposal includes these new and expanded services related to its Emergency Food Pantry: 1) expanded hours of operation (monthly Saturday morning hours); 2) extra food representing up to an additional 8 meals per school-age child distributed to families during scheduled school vacations ("Kids Boost"); 3) expanded food distribution from the existing three days (9 meals/mo) for each family member per month to five days (15 meals/mo); 4) expanding the emergency food distribution in the SMP similarly with the additional purchase of larger bags to accommodate deliveries of more food; and 5) expanded purchase of fresh, healthy and nutritious vegetables in the winter months for Pantry participants.

3. Project Location (Street address): 138 Sunderland Road, North Amherst, MA.

4. Budget Request \$47,000.00

5. Type of Activity (check one):

€ Family stabilization

€ Youth development

€ Economic self-sufficiency (adult education)

☒ **Food and nutrition**

€ Emergency & preventive services: rental assistance, fuel assistance, and shelter services.

€ Other – please explain

6. National Objective:

Total number of beneficiaries (individuals served): 971

Total Low/Mod beneficiaries (individuals served): 971

Please submit responses to the following questions:

A. National Objective Description The Food Pantry and its population-specific programs (Kids Boost, Senior Mobile Pantry, weekend hours) serve residents of Amherst and twelve surrounding towns. All Pantry recipients are qualified as low/moderate income (families with incomes below 80% of the area's media income as identified in the income guidelines attached to the RFR). This criterion is verified annually, as we use annual income self-declaration forms with USDA guidelines and follow federal eligibility requirements, along with proof of town of residence. In calendar year 2014, 53% of the Food Pantry's services were provided to residents of Amherst, surpassing the 51% threshold. We maintain this data in a designated, confidential database, with each Pantry visit and pick-up reported, household size verified, and each monthly distribution weighed and documented.

In the last 12 months, the ASC has served over 19,300 meals (11% increase over 2013) to low-income Amherst residents, and distributed groceries to 1,934 unique Amherst residents in 879 households (5% increase in Amherst households over 2013). All told, the ASC saw over 45,600 visits in 2014 (an 18% increase over 2013) from individuals in need of food, health care, clothing, housing, food stamps, health insurance, and a welcoming community. 83% of these clients are classified as extremely low-income according to federal guidelines; 100% fall below the level of moderate income. Approximately 5% of visitors experienced homelessness.

B. Demonstrate Consistency with Community Development Strategy: The 2015 Community Development Strategy prioritizes the provision of food and nutrition services, as well as emergency services for low-income Amherst residents. The Amherst Survival Center's (ASC) Emergency Food Pantry, its Kids Boost program, its effort to include fresh produce in year-round monthly distributions, and its monthly Senior Mobile Pantry (SMP) program all address the food and nutrition priority as identified by Amherst's Community Development strategy. The Food Pantry's activities and the specific programs included in this proposal are uniquely and consistently compatible with the Town's Community Development strategy. Many of ASC's other programs, not included in this proposal, also address this need, including its community meals program (a hot lunch four days a week and a weekly dinner) and its daily fresh food distribution program. ASC's Food Pantry, and its other food and nutrition programs, address the Amherst Master Plan's goal to "provide community services to meet the needs of all of its residents" including "critical social support services." (p. 2.4 <http://bit.ly/1cRgxPv>) In particular, the ASC's collection of services, including the Food Pantry, its philosophy, mission and strategies for implementation all reflect, are consistent with, and strive to achieve, the Master Plan's goal: "To provide excellent, cost-effective, accessible facilities, services, and programs reflecting values respectful of our community diversity, which, through collaboration, contribute to a high quality, safe, civil, healthy, and sustainable community." (p. 8.1 <http://bit.ly/1hQHVwe>) In the past year, the ASC has prioritized 1) the development and dissemination of participant surveys to share constituent feedback with the organization and 2) improving access to its services. Regarding the latter, the successful community effort to secure a public bus stop along with the new and expanded programs proposed in this application, create greater access to food and nutrition programs for Amherst residents in need.

C. Agency Information: The Amherst Survival Center (ASC) is a regional resource founded in 1975 that provides food, health care, clothing and community through volunteer efforts to 6,000 people each year, 65% of whom live in Amherst. The only organization of its kind in the area, we offer an Emergency Food Pantry, Community Kitchen, Breakfast Bar, Community (free) Store, drop-in Free Health Clinic and monthly dental clinic, Fresh Food Recovery and Distribution, Laundry and Shower Facilities, weekly community partner services, volunteer opportunities, and an extensive referral system, all in a single location that serves as an easy one-stop support service for families and individuals in

need. The ASC has been commended as a model provider by local agencies and foundations. Its Board members, staff and volunteers have also been recognized for their exemplary service and expertise. We have also been honored to receive town support for our new bus stop, and funding and support for the Food Pantry. We have a record of delivering services in an exemplary manner and meeting all reporting requirements.

Our approach begins with a broad definition of basic needs, which includes not only food and clothing, but also health care, access to entitlements (such as health insurance and food stamps), and a supportive community, created by providing participants with opportunities to receive services and gain skills through volunteering themselves, as well as focused programming. The ASC is the only agency in the area that provides comprehensive basic needs services in a single location. Most services are available to any individual who comes to the Center, no matter their ability to document their income or other eligibility indicators. This "low threshold" for services has been shown in health programs to increase utilization, offer greater access to needed services, and encourage use of referrals, all of which help to produce successful outcomes and high engagement rates. Self-disclosure can often reduce the embarrassment that may result from requests for assistance. Studies have shown that service integration "produces significant dividends in the form of reduced duplication and waste, strengthened local communities, and improved client outcomes."¹ The Food Pantry is the only service that requires documentation of town of residency and self-declarations of eligibility following a conversation around financial need and receipt of other entitlements.

In 2010, the ASC embarked on a major capital campaign to raise the funds needed to build a new building for its services. The campaign was a huge success, and in December 2012, the ASC relocated to its new building without any interruption to its services. The new building presented new efficiencies, a welcoming environment and increased storage, resulting in enhanced and expanded capacity of the Food Pantry to meet the growing nutritional needs of Amherst residents. In its first year after moving into the new building, the Pantry experienced a 20% increase in use. With record-keeping and systems in place, appropriate (and increased) staffing and volunteer patterns, the ASC's Food Pantry has been well-positioned to meet the increased need and demand for its services. As a successful and effective member agency of the Food Bank of Western Massachusetts network, the ASC has a successful track record of complying with all appropriate state and federal standards of operation. The new building has allowed the organization to imagine how to meet the growing need for emergency food in a variety of ways, some of which are represented in this proposal. In addition, many of the proposed new and expanded programs result from successful *pilots* that ASC implemented in the prior twelve months. In this way, the systems for the proposed expansions have already been developed, tested and used.

With this record of achievement, it's possible that the greatest measure of ASC's success comes from the testimony of participants in its programs. Standing in the reception area of the new Survival Center, a visitor looks around and says, "*All of this for us?*" Or the young single mother, who re-located to Amherst from Safe Passage in Northampton, while waiting to be seen in the free health clinic learned about the Food Pantry and her eligibility for it, says, "*I was worried about coming here, but a friend told me to come. And now I know I'm home, and I can get food for my children.*" Or another woman, when learning about the *pilot* of a Kids Boost program this past summer, started to cry as she acknowledged to the volunteer assisting her, "*It's a blessing, because I really didn't know where I was going to find the money to feed my kids this summer.*" In last year's Paper Plate Project, where Food Pantry participants scribed their feelings about the impact of the Pantry in their lives, these messages were amongst those

¹ Hassett and Austin (1997), "Service Integration: Something old and something new," in Administration and Social Work.

that were collected: *"The Amherst Survival Center doesn't just provide needed food, it offers dignity, friendships, and nourishing warmth that is also necessary."* And, *"Everybody deserves to eat healthily."* And, *"The pantry provides assistance, community, and a loving spirit."* In writing these messages, individuals documented not only their need for Food Pantry services, but also how they view the pantry as a reliable and essential lifeline, one that addresses their hunger and economic insecurity.

For over 35 years, the ASC has delivered these services in a respectful manner, treating those who come for support and assistance with dignity, while relying on caring and well-trained volunteers as service providers. Our interest in initiating and completing internal and external surveys demonstrates a strong commitment to transparency and reflecting on our services in order to improve their quality. Our history in the community and our track record of success projects our strong capacity for future service delivery.

Short-term goals and long-term goals: Our strategic plan lays out basic methods and benchmarks for assessing progress toward this and other programmatic goals. Qualitative measures look at numbers of consumers using the program, waiting time for services, hours of service, and the consistency of volunteer coverage for key activities. We also assess the demographics of consumers quarterly to review recipient data, and to review how Amherst residents use our food and nutrition services. In addition, it is the policy at the ASC to provide ongoing feedback opportunities. The information we gather allows us to adjust our services to meet community needs and overcome potential barriers to services.

Our short-term goals are to meet the food and nutritional needs of low-income individuals and families through our food pantry. As a result of the expanded services in this proposal, we will:

- 1) Increase the hours of operation of the food pantry, and offer a weekend opportunity to access the monthly food distribution;
- 2) Expand the Food Pantry to include a new "kids boost" which will provide families with school-age children (ages 5-17) extra food, representing up to an additional eight meals per school-age child per month, during months that have scheduled school vacations;
- 3) Expand the Food Pantry to increase the allocation of the monthly food distribution by two days (from nine meals to fifteen meals per month per person per household) or by 66%;
- 4) Expand the Food Pantry's Senior Mobile Pantry to increase the monthly allocation by two days (from nine meals to fifteen meals per month per senior per household) or by 66%; and
- 5) Expand the Food Pantry to ensure the availability of fresh produce in monthly food distributions by making direct purchases of fresh produce during four winter months (December-March).

Our long-term goals: to increase access to our Pantry by increasing comfort in using our services, to increase participants' (and providers') willingness and interest to make referrals to our programs, and to reduce food insecurity in our community.

D. Project Budget Information: A detailed budget for the proposed program which includes program delivery and direct program costs, and include all sources of revenue and expenses is attached. It includes in-kind services (food donations) and our sources of projected funds.

The ASC engages in a rigorous and deliberate budget development process that not only relies on best practices in bookkeeping, but entails a careful review of actual costs and revenue as a foundation for projecting future (increased) costs and budget planning. The process begins in the spring prior to the fiscal year, with staff diligently working in consultation with the Board's Finance Committee to identify projected costs and new programs. The Finance Committee is comprised of three voting Board members (including the Board Treasurer); four voting community members, two of whom are in the banking

sectors; the Executive Director, and the Finance Controller. After months of careful deliberations and planning, the Finance Committee (by vote) proposes an organizational budget to the full Board for its approval in June for the upcoming fiscal year. The ability of the ASC to create a budget that not only accurately reflects expenses but also projects needed revenue is reflected in the organization's strong fiscal position, as identified in its annual audit.

The enclosed ASC budgets have been prepared by Kara Schnell, ASC Finance Controller and approved by the Amherst Survival Center Board of Directors. Since 2008, Kara has been responsible for all the financial transactions of the Center, from incoming contributions and grant awards, to accounts payable and payroll. Kara plays a key role in the preparation of the Center's annual operating budget, and managed the accounting for the recent capital campaign and facility construction. She works closely with the Center's accountant during the annual audit process. As a member of the Center's Finance Committee, she routinely prepares financial reports for the Finance Committee, the Board of Directors, and the Executive Director.

Answers for Parts E—I must not exceed six (6) pages

E. Project Description: The Food Pantry provides essential nutritional support through a monthly food box that is distributed onsite directly from the pantry to households in Amherst and the surrounding area, or offsite thru its Senior Mobile Pantry (SMP) program to low-income seniors living in the town of Amherst. The monthly grocery distribution contains canned food, pasta, peanut butter, soup, cereal, meat/fish/tempeh, juice, fresh and local milk. This box can range between 20-60 pounds, supplying 9 meals per person per household per month. Food is either purchased from the Food Bank of Western Massachusetts (FBWMA) or collected from donors or drives sponsored by local churches, workplaces, schools and community groups. Also, donated produce from local farms and supermarkets are prioritized for our community meals program and Food Pantry pick-ups, providing consumers with critical access to nutritious fruits and vegetables during the growing season. The Pantry allows a single household member to retrieve a comprehensive assortment of groceries for an entire family in a single visit. This program ensures that elderly parents, children in school, and workers with inflexible schedules can get the food and nutrition they need. In addition, the SMP ensures that low-income seniors who cannot physically get to the ASC can still receive a generous allotment of nutritious food delivered directly to their housing units.

While participants get their monthly box, Pantry volunteers share healthy cooking tips and recipes, and nutritional information. Healthy cooking classes, using Pantry ingredients, compliment nutritional information. Pantry staff facilitates in-house referrals to our community partner, the FBWMA who staffs weekly office hours in the ASC to assist individuals to apply for SNAP (aka food stamp) to further reduce their food insecurity. Volunteers will cross-refer participants to the ASCs other food programs.

The goal of the Food Pantry is to make sure that adequate nutrition is accessible to all, regardless of age. Amherst Regional Public Schools projects half of incoming kindergartners will receive a meal benefit in school. For these families, school vacations, and the loss of that meal benefit, create greater food insecurity. For the 600 Amherst children we serve, we make sure to have an abundance of child-friendly nutritious food. Our new proposed Kids Boost program reduces the hunger gap that is caused for these families during scheduled school vacations, and the loss of their meals benefit, throughout the calendar year. For those at the other end of the age spectrum, the Food Pantry's Senior Mobile Pantry (SMP) delivers pre-assembled food boxes monthly to low-income Amherst seniors at the Amherst Senior Center, and 3 senior apartment buildings. SMP makes an additional effort to provide food for people suffering from nutrition-related conditions such as diabetes, high cholesterol and high blood pressure. In addition, SMP utilizes it's own 7-member volunteer team who make and distribute shopping lists, organize and assemble bags of food for participants, and drive and deliver the food to their locations. Last year we surveyed SMP participants and other seniors to identify program successes and satisfaction, and suggest strategies for improvement. Our proposed expansion of the SMP reflects the findings of this survey.

With this proposal, the ASC proposes to expand access to the Food Pantry in five specific ways: (1) Expanded hours of operation for the Food Pantry beyond its weekday hours (non-CDBG funded component) to include one weekend morning a month, allowing families for whom the weekday hours are challenging to use the Pantry on Saturday mornings, increasing access to its services; (2) Expanded food distribution to distribute additional food to families with school-age (5-17 years) children in every month there is a scheduled school vacation (summer months, December, February and April). This additional food, distributed per school-age child per month, is designed to close the "hunger gap" which happens as a result of the loss of school-based meals programs when school is not in session; (3) Expanded Food Pantry's food distribution from the current 3 days or 9 meals (non-CDBG funded component) for each family member per month to 5 days (or 15 meals) per month. This program increases the amount of food and nutrition each individual receives by 2 new days (66%) and decreases their food insecurity accordingly; (4) Expanded SMP food distribution from 3 days or 9 meals for each household member

per month (non-CDBG funded component) to 5 days (or 15 meals) per month. This proposal includes the purchase of larger bags to accommodate the delivery of more food; and (5) Implement a new program where ASC will purchase fresh vegetables in December-March to ensure that Food Pantry recipients receive fresh produce in their winter monthly distributions.

Volunteers also receive a benefit from their involvement with the Food Pantry, while the Center, in turn, receives the benefit of their time, skills, and hard work helping the Pantry operate at a high level for its growing consumer base. Overall, the ASC has a current roster of 200 volunteers, close to 60% of whom are from Amherst and 20% work in the Pantry. These volunteer shifts and opportunities provide Amherst residents with an invaluable opportunity to support their community.

The commitment of Amherst residents to prioritize the activities of the Food Pantry and the SMP is demonstrated by their contribution of time, funds and goods to the Pantry. Regular food drives by Amherst-based religious congregations, businesses, civic groups, and schools demonstrate this priority. Town Meeting approval for funds for the pantry in 2013, and for years prior, further illustrate this commitment. The SMP, run as a collaboration with the Amherst Senior Center, reinforces this commitment. The community's commitment to successfully raise the funds needed to construct a new facility for the ASC and new Food Pantry is further evidence of our community's intention to prioritize and ensure the availability of the Food Pantry and other ASC programs. The widespread community support for a public bus stop at the ASC, with special focus on pantry recipients, is the most recent indication of the priority given to this service and the additional supports it needs.

In 2014, the Food Pantry provided nutritious food for 3,574 unique unduplicated individuals, of whom 1,934 (54%) were low-income residents of Amherst. Among Amherst residents, 82 consumers identify themselves as homeless, 16 households have someone in it with a history of military services, and at least 264 households (out of a total of 879 households in Amherst) contain at least one disabled member. Consumers range in age from newborn to 95 years old. In 2014, the Food Pantry and the SMP served 229 seniors, of whom 90% are Amherst residents. The SMP distributed 13,202 pounds (14% increase) of food to these low-income elders. Appendix 1 has an age breakdown of the Food Pantry's Amherst residents.

F. Project Need: Basic needs services like the Pantry are critical in Amherst. In its 2014 Status Report on Hunger in Massachusetts, Project Bread (a statewide anti-hunger organization committed to providing all people with access to healthy food) highlighted growing food insecurity in Massachusetts with these findings (<http://www.projectbread.org/get-the-facts/reports-and-studies/>): The food insecurity rate in Massachusetts has increased by 71% and it's stayed there; 35% of children in low-income families have at least one parent who is employed full time, year round. (144,546 children); and the poverty rate in Massachusetts is the highest it's been since 1960. In its 2007 *Status Report on Hunger in Massachusetts*, Amherst was named as one of 35 municipalities in the state with the highest concentration of hunger and poverty, along with cities such as Holyoke and Springfield. The rate of free and reduced lunch use in schools, whose cut-off is approximately double the US poverty level, provides another measure of poverty and food insecurity in the region. In Amherst, the statistic that 50% of incoming kindergartners projected to receive this meal benefit is a wake-up call as to the extent of food insecurity, and the compelling need to offer struggling families food programs that address the dire choices they are forced to make every day between food and heat, health care, clothing, medicine, their own food, and childcare. This however does not capture the true level of poverty in the area. The Economic Policy Institute has demonstrated that at the US poverty level (\$19,090 for a family of three in 2012), the full range of basic needs, including food, clothing, shelter, transportation, health care and child care, remains unaffordable.² A more realistic "basic needs" budget is approximately 250% of the

² Bernstein, Brocht and Spade-Aguilar (2000), How Much is Enough? Basic Family Budgets for Working Families

poverty level in an area like ours, or \$47,725 for a family of three, requiring an hourly salary of approximately \$23/hour.³ This, however, is out of reach for many. In Nov 2014, Massachusetts voted to support raising the minimum wage, though nowhere near the \$23/hour level. As of January 1, 2015, the minimum wage was increased to \$9/hour. In its 2013 State of the People report, published by the Pioneer Valley Planning Commission, Amherst was listed as one of 5 communities in the Valley to have poverty rates above 20%, along with Springfield and Holyoke. Level of income inequality is often referred to as an indicator for food insecurity. Here, too, Amherst earns an unwanted top rating. According to the Center on Budget Policy and Priorities (<http://bit.ly/1B9V0vv>), food insecurity across the county is well above pre-recession levels.

Reduced buying power forces families to cut corners where nutrition is concerned, with adverse physical and mental health consequences as a result. This is especially true of the vulnerable population served by the ASC, which includes children, the elderly, people suffering from mental illness and the homeless. Many studies have shown that rates of obesity and type 2 diabetes in the United States, beginning in childhood, follow a socioeconomic gradient, with the burden of disease falling disproportionately on the poor. Significantly lower life expectancies and high levels of illness for people in poverty are attributed in part to unhealthy diets that are a consequence of the lack of availability of affordable fresh produce. Low-income seniors are also particularly vulnerable to malnutrition. According to Feeding America, in 2013, 9% of households with seniors experienced food insecurity, and in 2011, 8% of all Americans over the age of 60 were food insecure. The growth in food insecurity coincides with poverty: While the official poverty rate among seniors 65 and older was 10% in 2013, a broader poverty measure released by the Census Bureau in 2012 puts the rate at nearly 13%. The consequences of food insecurity among the elderly are high and include poor nutrition, poor access to medication, episodes of depression, and an overall lower quality of life. For “seniors, protecting oneself from food insecurity and hunger is more difficult than for the general population” because they may lack “the resources to access or prepare food due to lack of transportation, functional limitations, or health problems.” (<http://bit.ly/1tRrMAM>) They may also face a unique stigma when requesting assistance. Amherst seniors are no different. The impact of inferior nutrition on the mentally ill is pronounced, with a higher risk (than the general public) for food-related ailments including excess premature deaths due to cardiovascular disease.”⁴ and diabetes.⁵ This problem is even more pronounced among the homeless. Studies have shown that more than one third of the people who are homeless are undernourished, a rate significantly higher than that of the general population.^{6,7} This is attributable to a number of factors, including lack of income to buy healthful food and complications of substance and alcohol abuse. Nutritional deficits result in higher levels of anemia, gastrointestinal disorders and hypertension.

The Food Pantry and its SMP program seek to increase access to affordable healthy food by these vulnerable populations. Coupled with the ASC’s other nutrition programs (daily fresh food distribution and community meals), low-income neighbors have an opportunity to multiply their capacity to access fresh produce and meals during the ASC’s operating hours. In addition, its new location has allowed the ASC to host monthly dental services, offering a convenient referral for Pantry consumers to oral health services, a key component in anti-hunger strategies. The Pantry also makes special provisions for the homeless, allowing “partial” pick-ups several times a month as a result of their limited ability to store a full month’s distribution. The ASC helps to create a nutrition safety net in our community.

³ National Center for Children and Poverty, Columbia University

⁴ Newcomer and Hennekens, “Severe Mental Illness and Risk of Cardiovascular Disease,” *JAMA*.2007; 298: 1794-1796

⁵ “In Diabetes, One More Burden for the Mentally Ill,” *New York Times*, June 12, 2006.

⁶ Wiecha, Dwyer, & Dunn-Strohecker (1991) “Nutrition and health services needs among the homeless,” *Public Health Reports* 106(4): 364-374.

⁷ Gelberg, Stein and Neumann (1995), “Determinants of Undernutrition Among the Homeless,” in *Public Health Reports* 110(4): 448-454.

G. Community Involvement and Support: In the past year, we conducted several surveys as a way to facilitate feedback opportunities, to offer participants an opportunity to describe satisfaction and experience with the Food Pantry and SMP programs, and to assess the extent of referrals to these programs. The SMP survey, done in collaboration with the Amherst Senior Center, assessed participant satisfaction and nutritional preferences. The results were used to identify strategies to improve and expand the program and engage more low-income seniors. Distributing more healthy food, as included in this proposal, is a key implementation of this finding and demonstrates our commitment to use surveys to improve programs. Surveying participants on their satisfaction and their challenges when they access our food and nutrition programs, combined with reviewing program data allows us to keep these programs rooted to participant interest and community need. There is no expense to the town to these activities.

A. Project Feasibility: The ASC has been providing food and nutrition services for over 35 years and the Food Pantry and SMP has been an essential component of its services. The ASC has a strong track record in developing programs that meet the needs of our low-income neighbors in ways that are feasible, effective, and successful. Three of the 5 proposed expanded programs are based on successful *pilot* programs (at ASC's expense) from 2014, where the organization demonstrated its capacity to manage and deliver these services effectively. Their success has led to this request for funding to sustain them as expanded permanent components of the Food Pantry. These expanded distribution programs augment an existing program and will use existing systems for food distribution, documentation, and reporting.

The greatest expression of community need and best predictor of continued and increased use of the program can be found in the increasing demand for the Food Pantry, and all food and nutrition programs at the ASC. In 2014, we estimate an 18% increase in visits to the ASC, and an increase of 17% more in pounds of food distributed (than in 2013) from the Pantry. In addition, our *pilot* programs have shown that increased access to the food pantry (for e.g. more hours, more food, more population-specific food allocations) increases comfort and use, and meets an existing need. This proposal applies that lesson, by expanding these programs as permanent services.

The ASC already has appropriate staffing. Personnel include: Executive Director: Responsible for fundraising and community outreach, program assessment and evaluation. Program Director: Responsible for overseeing agency logistics and managing, training and assigning volunteers. Pantry Coordinator: Responsible for overseeing food pantry operations and all programs, procuring and picking up food at the FBWMA and other sources, coordinating food recovery and food drives, ordering and stocking milk and fresh produce, and reporting on Food Pantry participation and services. Pantry Assistant: Assists Coordinator in daily tasks and serves as her replacement during vacation and sick leaves. Finance Controller: Responsible for developing and overseeing the Food Pantry budget, processing and paying invoices, and billing. ASC staff members work on the Food Pantry together with up to 40-50 volunteers each week. Many of these volunteers are also Pantry recipients. The volunteers undertake core tasks such as assisting clients, tracking program eligibility, loading food, stocking shelves, maintaining nutritional materials, making referrals to other ASC services, and keeping the food pantry clean and orderly. The Pantry Coordinator, the Program Director, and the Executive Director each review Food Pantry data on a monthly basis. Kids Boost programs will be reviewed weekly. In addition reports made to the Town of Amherst and the FBWMA offer additional opportunities to review Pantry use.

The ASC has an over 35-year history of providing for families' basic needs in this community. During this time, the Food Pantry has expanded from a shelf with a few random cans to a model operation serving close to 1,700 unique households a year. Its new building has welcomed a growing

number of people in need. Now, close to 6,000 people use the Center for food assistance, as well as clothing, health care, shower and laundry facilities, and linkage to other community services with our community partners during their scheduled weekly hours at the new ASC. It has demonstrated expertise in completing past activities with CDBG funding in a timely manner. In addition, the ASC has expanded programs in a thoughtful and deliberate manner. In 2014 the ASC conducted several constituent surveys to assess the delivery and impact of its services; the findings were used to prioritize needs and develop expanded programming to address these needs, which are the focus of this proposal. Additionally, in 2014 the ASC added a third vehicle to its food recovery fleet, purchasing a box truck in order to increase the organization's capacity to bring *more* food into the building in order to distribute more to our neighbors. In 2014 the ASC also sought and earned a capacity-building grant from the FBWMA to purchase additional cold storage capacity. These replaced old outdated energy inefficient units, multiplied the ASC's capacity to store frozen and prepared foods, and strengthened our organizational capacity to distribute more food to program participants. These awards and purchases further demonstrate the ASC's commitment to careful planning as it expands its reach.

In the past five years, the ASC has been recognized statewide for its high quality programs. In 2011, ASC received a *A+ Award* from the Amherst Area Chamber of Commerce, an award given to "community leaders, organizations, and businesses that have worked to make Amherst a better place." In 2012, our Board President was honored with the Human Service Forum annual award for excellent Board Leadership. In 2013, Dr. Daniel Clapp, received the Massachusetts Medical Society's 2013 Senior Volunteer Physician of the Year for his volunteer service in the ASC Free Health Clinic. In 2013, Tracey Levy, Program Coordinator, received the Council of Social Agencies (COSA) of Hampshire County's Direct Service Award.

Project milestones and timeline: (1) Monthly Saturday morning Pantry hours: Starting July 2015, the Pantry schedule beyond the *pilot* and include one Saturday per month from 9:30 to 11:30am. Ongoing outreach prior to July 1 and after will include: in-house publicity, press release, promotional information given to participants, local health and human service providers. (2) Kids Boost: By the month prior to each Boost, orders of additional kid-friendly food will be submitted, flyers provided to Amherst schools. (3) Expanded Food Distribution: In July 2015, new shelving will be purchased and assembled for food storage, a freezer will be purchased to store additional frozen food, additional food purchases will be made, delivery schedules will be assessed, and in-house publicity will notify Food Pantry participants of the expanded program. The additional 6 meals of distribution will be implemented starting July 1, 2015 for the grant period. Our procedure to weigh all distributions will allow us to capture the impact of this change. (4) Expanded SMP Food Distribution: In July 2015, additional food purchases will be made as per the preferences identified in last year's SMP survey. Printed materials will notify SMP participants of the expanded program. New and larger bags will also be purchased to accommodate the larger distribution to senior participants. The additional 6 meals of distribution will be implemented in July 2015 and each month following during the grant period. We will track weights of distribution and if increased customer satisfaction results in greater referrals and sign-ups. (5) Purchase of Fresh Produce for Winter Distribution: Prior to December 1, 2015, we will begin to submit a weekly purchase of fresh produce for the Food Pantry for distribution. Purchases will occur from December 2015 thru March 2016 to ensure the availability of fresh produce during the winter months for food pantry recipients. Purchases will be tracked and reported.

I. Project Impact: The most obvious direct impact of this program is that fewer people will go to bed hungry in Amherst as a result of the ASC distributing more food to low-income households. Numerous studies confirm that "persons who had access to and used a wide variety of free food sources such as

soup kitchens [and] pantries that give free groceries...”⁸ were significantly better nourished than those without those resources. In this proposal, our focused effort is designed to address and impact population-specific hunger needs (with the Kids Boost and Senior Mobile Pantry), family access (expanded hours, expanded food distribution), and the need for healthful produce during the winter months. See Appendix 2 for a table outlining how requested funding will result in impacts and how we will understand what that impact for each proposed expansion. All of the expanded programs share a direct outcome: to increase the amount of food provided to low-income households in our community, for school-age children, seniors, or others. Indirect outcomes include increased economic security, reduced food insecurity, increased comfort accessing Pantry services, and greater willingness to refer others to the Food Pantry program. Appendix 3 elaborates on these goals and measures. Harder to measure is the impact that good nutrition has on families’ and individuals’ ability to thrive. More and more research demonstrates the importance of access to nutritional foods, fresh produce, nutritional information and support on the health and well-being of all individuals. The ASC Food Pantry seeks to connect families with the food and resources they need to eat more healthily, as a way not only to reduce their food insecurity but also to maximize their health benefits. Another impact is on ASC volunteers who through their time and energy receive the emotional benefit of responding to their neighbors in need, and also become well-informed about the state of hunger in our community and trained on essential nutrition information, thereby building their capacity to be effective advocates for hunger relief. As a result, our community will be healthier with all of our neighbors having greater capacity to contribute their full potential.

Being food insecure is a major obstacle to self-sufficiency. Not knowing how you will feed yourself or your children is a distraction many of us are not challenged to overcome. For those neighbors who are hungry or seeking to prevent their children from being hungry, the Food Pantry provides a needed lifeline. By reducing food insecurity and enhancing a household’s economic security, ASC’s proposed expanded programs offer opportunities for individuals to gain self-sufficiency. The ASC’s other food and nutrition programs are meant to further close the meal gap for many of our neighbors, promote their food and economic security, and contribute positively to the conditions that support self-sufficiency. Also, we have developed programming that promotes self-sufficiency in concrete direct ways, including a 3-part job readiness workshop series and our first ever Job Fair. New programs, like this, not only provide additional in-house services to Pantry participants, but also offer new reasons for people to access the ASC and learn about all of our services, like the Pantry.

The Food Pantry is a major thread in Amherst’s safety net, serving families and individuals who utilize a range of local health and human service agencies. In addition to collaborating with the Amherst Senior Center for the SMP, the ASC routinely collaborates with other health and human service organizations, the town of Amherst, and the Amherst schools in developing and promoting services. The *pilot* of the Kids Boost in summer 2014 was done in collaboration with the Amherst Public Schools, and its results inspired the proposed program. The 2014 SMP participant survey was conducted with the Amherst Senior Center; its results named suggested improvements, also included in this proposal. In 2014 we also conducted a survey of Amherst health and human service organizations to share their experience referring clients to our services, and identify areas for improvement. The ASC is an active member of the Amherst Human Service Network, strengthening our ties to, and potential collaborations with, other human service organizations. Finally, the ASC hosts a variety of community partners who offer assistance to participants (for e.g. FBWMA assistance with SNAP applications, Health Care for the Homeless helping with health insurance, Eliot Homeless Services for case management, fuel assistance from Community Action, and Salvation Army for emergency vouchers for basic needs). These community partners regularly share their data around individuals served with the ASC Executive Director who, in turn, monitors the impact of these community partnerships.

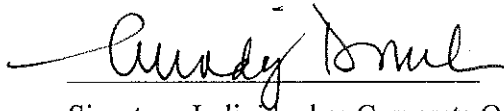
⁸ Gelberg, Stein and Neumann (1995), “Determinants of Undernutrition Among the Homeless,” in Public Health Reports 110(4): 448-454.

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Law chapter 62C, sec 49A, I hereby certify under penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

04-2698462

Social Security or Federal I.D. number



Signature: Individual or Corporate Officer

January 2, 2015

Date

PLEASE PRINT

Corporate Name: Survival Centers, Inc. aka Amherst Survival Center

Address: PO Box 9629, 138 Sunderland Road

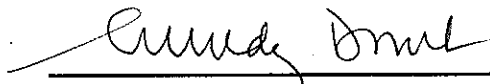
City, State, Zip Code: North Amherst, MA 01059

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this Proposal or proposal has been made and submitted in good faith and without collusion or fraud with any other person, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.

1/2/15

Date

 (MINDY DOMB)

Signature of individual submitting Proposal or proposal

Survival Centers Inc., aka Amherst Survival Center

Name of Business

PO Box9629, 138 Sunderland Road, North Amherst, MA 01059

Address of Business

Amherst Survival Center

Appendix 1

Here is the age breakdown of the Food Pantry's Amherst residents:

Age	Percentage
Children aged 0-17 years	29% (569)
Adults aged 18-64 years	59% (1,136)
Seniors, aged over 65 years	12% (229)
Total Amherst residents	1,934

Appendix 2
Project Impact

IMPACT OF PROPOSAL	CHANGES IN TARGET POPULATION that indicate success	HOW WILL CHANGES BE MEASURED?	HOW WILL IMPACT BE TRACKED?
(1) KIDS BOOST Increased food for school-age children in the Food Pantry during scheduled school vacations. Amount of distribution 8 meals/month per student (summer) to 6 meals/month (school year)	Decreased food insecurity for families with school-age children who rely on school-based meals benefits (free or reduced cost lunch) during school vacation periods. Increased number of family registrations.	- Surveys of participants - Prompts for participants to complete - Surveys of school nurses and food service representatives to describe need - Monthly data review	-We will document how many households and children are served by each "boost" - We will assess whether the Boost helped to increase a family's overall participation in the Food Pantry
(2) MORE FOOD Expand food pantry distribution by 66% from three days (nine meals) to five days (15 meals) per Food Pantry and Senior Mobile Pantry participant.	Enhanced food security for food pantry and senior mobile pantry participants by increasing the number of days they can receive assistance from the Pantry.	- Weight of distributions to document increased food provided. - Participant satisfaction surveys on the amount of food received. -Monthly data review	-Participant surveys at service visits asking participants to identify the extent to which the food distribution provides assistance to their households.
(3) WEEKEND HOURS Increased access to food pantry services through expanded weekend hours of operation	Increased capacity to receive and benefit from Food Pantry services	- Conducting ongoing participant surveys - Tracking numbers of people using service	- Participant surveys to: identify perception and capacity to use Food Pantry with and without weekend hours, new or former Pantry user, and question to describe how weekend hours affects family
(4) FRESH PRODUCE IN WINTER Amherst Survival Center will directly purchase fresh produce in order to increase access to fresh produce for food pantry recipients during four winter months (December-March).	Food Pantry and SMP households will receive more fresh produce in the winter months, regardless of local farming community's ability to donate to the Center.	- Food Pantry will weigh and track weights of purchased foods on a monthly basis during the four-month period.	- Food Pantry will track fresh produce available as a result of direct purchase and link directly to monthly distribution data.

Appendix 3
Project Impact: Outcomes and Measurements

IMPACT	DIRECT OUTCOMES	INDIRECT OUTCOMES	QUANTITATIVE/ QUALITATIVE MEASURES
(1) KIDS BOOST	<ul style="list-style-type: none"> - Increased food (up to 8 meals per school-age per child per household per month) for families who rely on school-based meals program for each of their school-age (5-17 years) children during scheduled school vacations in July 2015, August 2015, December 2015, February 2016, and April 2016. 	<ul style="list-style-type: none"> - Increased comfort accessing food pantry services during the Kids Boost and at other times of the year when in need. - Increased referrals to the Food Pantry - Increased comfort accessing other services at the ASC - Increase in number of Amherst families with school-age children registering for Food Pantry - Increased economic security for participating households during Boost times. 	<ul style="list-style-type: none"> - Numbers of households participating and number of new households to the Pantry - Numbers of children served - Amount of additional food distributed (and meals represented) - Participant surveys to learn household perception of food security, household willingness to refer a friend in need
(2) MORE FOOD	<ul style="list-style-type: none"> - Quantity of distribution will be increased by 66% from nine meals per person in food pantry and senior mobile pantry to 15 meals per month. 	<ul style="list-style-type: none"> - Increased food security for pantry and senior mobile pantry households - Increased customer satisfaction - Increased referrals from participants to other neighbors in need - Increased economic security for participating households 	<ul style="list-style-type: none"> - Monthly tracking weights of distribution, comparisons with year before - Tracking of amount of food designated for Food Pantry households. - Participant surveys on levels of food security, satisfaction, and experience with making referrals to program
(3) WKEND HOURS	<ul style="list-style-type: none"> - Monthly Saturday morning hours for Food Pantry families, increasing hours of Pantry operation (and access to the pantry) by 10% 	<ul style="list-style-type: none"> - Increased food security by participants who could not get to the Food Pantry during weekdays - Greater comfort by Food Pantry households to use services - Increased referrals to program 	<ul style="list-style-type: none"> - Over the time of grant, food pantry will be available an additional 10% more hours each week (from 20 scheduled hours to 22 hours) - Reporting the numbers of participants who use Saturday Food Pantry - Documenting the increased weight of food distributed during this new slot, - Surveying participants' perception of Pantry access - Surveying participants comfort level to make referrals to the pantry

Amherst Survival Center

IMPACT	DIRECT OUTCOMES	INDIRECT OUTCOMES	QUANTITATIVE/ QUALITATIVE MEASURES
(4) FRESH PRODUCE IN WINTER	Food Pantry and SMP households will receive more fresh produce in the winter months.	- Food Pantry will track weights of purchased foods on a monthly basis during the proposed four-month period.	-Food Pantry will track fresh produce available as a result of direct purchase and link directly to monthly distribution data. -Food Pantry will document specific purchases during the four month time period of the grant.

Amherst Survival Center

Required Attachments

Survival Centers, Inc.
Profit & Loss
July 2013 through June 2014

Jul '13 - Jun '14

Ordinary Income/Expense

Income

4000 · Contributions/Donations	423,365.61
4050 · Capital Campaign Contributions	600.00
4080 · Planet Aid Partnership Program	1,373.80
4100 · Private Grants - Unrestricted	100,984.31
4200 · Private Grants - Restricted	26,200.00
4300 · Public/Government Grants	15,602.00
4400 · Fundraising Special Events	63,066.87
4500 · Interest Income	1,800.04

Total Income 632,992.63

Expense

5000 · Personnel Costs	246,084.20
5003 · Employee Benefits	29,343.33
5050 · Payroll Taxes	24,369.67
5225 · Recruitment and Training	480.00
5250 · Professional Fees	3,500.00
5300 · Supplies	30,298.30
5350 · Insurance	11,551.29
5400 · Telephone and Internet	2,898.36
5455 · Computer and Software Expense	1,639.06
5500 · Center Activity	3,392.70
5606 · Occupancy - 138 Sunderland Rd	46,352.12
5620 · Depreciation Expense	65,430.00
5640 · Amortization Expense	421.00
5680 · Repairs & Maintenance - Equip.	3,402.56
5685 · Leased Equipment Expense	1,815.73
5800 · Auto/Travel	24,282.58
5870 · Outreach and Fundraising	15,579.75
5890 · Miscellaneous	4,763.53
5950 · Capital Campaign Expense	3,785.00
6000 · Uncollectible A/R Expense	11,077.00
9999 · Wash	0.00

Total Expense 530,466.18

Net Ordinary Income 102,526.45

Other Income/Expense

Other Income

4550 · Investment Income	6,445.49
4600 · Gifts and Bequests	1,000.00
4750 · Rec'd Gains/Losses on Invest	6,442.67
4800 · Unrec'd Gains/Losses on Invest	25,154.94
4900 · In-Kind Revenue	1,022,100.56

Survival Centers, Inc.
Profit & Loss
July 2013 through June 2014

	Jul '13 - Jun 14
Total Other Income	1,061,143.66
Other Expense	
5610 - Investment Expense	2,938.31
5900 - In-Kind Expense	1,022,100.56
Total Other Expense	1,025,038.87
Net Other Income	36,104.79
Net Income	138,631.24
***Board Deferred Funds	-119,000.00
Net Income	19,631.24

***In FY14, two unexpected significant one-time gifts were received. The Board restricted these funds for future use to ensure that their allocation corresponded to program and organizational development as per ASC strategic planning and needs assessment.

Survival Centers, Inc.
Profit & Loss Budget Overview
July 2014 through June 2015

<u>Jul '14 - Jun 15</u>	
Ordinary Income/Expense	
Income	
4000 · Contributions/Donations	282,000.00
4080 · Planet Aid Partnership Program	1,375.00
4100 · Private Grants - Unrestricted	107,000.00
4200 · Private Grants - Restricted	31,900.00
4300 · Public/Government Grants	36,908.00
4400 · Fundraising Special Events	50,000.00
4500 · Interest Income	5,000.00
Total Income	<u>514,183.00</u>
Expense	
5000 · Personnel Costs	264,233.00
5003 · Employee Benefits	28,962.00
5050 · Payroll Taxes	27,330.00
5225 · Recruitment and Training	1,350.00
5250 · Professional Fees	4,600.00
5300 · Supplies	50,125.00
5350 · Insurance	11,890.00
5400 · Telephone and Internet	2,975.00
5455 · Computer and Software Expense	2,000.00
5500 · Center Activity	7,300.00
5606 · Occupancy - 138 Sunderland Rd	51,960.00
5620 · Depreciation Expense	28,000.00
5680 · Repairs & Maintenance - Equip.	4,000.00
5800 · Auto/Travel	16,711.00
5870 · Outreach and Fundraising	10,250.00
5890 · Miscellaneous	5,450.00
Total Expense	<u>517,136.00</u>
Net Ordinary Income	-2,953.00
Other Income/Expense	
Other Income	
4550 · Investment Income	5,500.00
4900 · In-Kind Revenue	755,000.00
Total Other Income	<u>760,500.00</u>
Other Expense	
5610 · Investment Expense	2,500.00
5900 · In-Kind Expense	755,000.00
Total Other Expense	<u>757,500.00</u>
Net Other Income	<u>3,000.00</u>
Net Income	<u>47.00</u>

Amherst Survival Center
FY16 Pantry Program Budget

Sources of Funding	Amherst 53%	Non-Amherst 47%	Total
Town of Amherst	\$ 47,000.00	\$ -	\$ 47,000.00 Pending
United Way of Hampshire County	\$ 13,000.00	\$ 7,000.00	\$ 20,000.00 Confirmed
United Way of Franklin County	\$ -	\$ 2,000.00	\$ 2,000.00 Confirmed
Individual Contributions	\$ 6,250.00	\$ 46,050.00	\$ 52,300.00 Pending
Business Contributions	\$ 1,750.00	\$ 3,250.00	\$ 5,000.00 Pending: Amherst Rotary Club & Amherst Pediatrics
Project Bread	\$ -	\$ 2,000.00	\$ 2,000.00 Pending
Total Sources of Funding	\$ 68,000.00	\$ 60,300.00	\$ 128,300.00
Expenses			
Personnel			
Pantry Coordinator	\$ 15,550.73	\$ 13,790.27	\$ 29,341.00 Salary
Pantry Coordinator-Saturday Hours	\$ 290.97	\$ 258.03	\$ 549.00 Additional hours
Replacement Coordinator	\$ 1,509.97	\$ 1,339.03	\$ 2,849.00 35 days per year
Program Director	\$ 2,598.59	\$ 2,304.41	\$ 4,903.00 1 hour per day
Executive Director-Saturday Hours	\$ 636.00	\$ 564.00	\$ 1,200.00 Additional hours
Subtotal	\$ 20,586.26	\$ 18,255.74	\$ 38,842.00
Payroll Taxes and Benefits 20%	\$ 4,117.25	\$ 3,651.15	\$ 7,768.40
Work-Study Students	\$ 1,060.00	\$ 940.00	\$ 2,000.00 UMASS Work Study Students
Total Personnel	\$ 25,763.51	\$ 22,846.89	\$ 48,610.40
Food and Supplies			
Food Purchases			
Food	\$ 9,558.55	\$ 8,476.45	\$ 18,035.00
Milk	\$ 15,223.72	\$ 13,500.28	\$ 28,724.00
Fresh Produce	\$ 901.00	\$ 799.00	\$ 1,700.00
Total Food Purchases	\$ 25,683.27	\$ 22,775.73	\$ 48,459.00 Monthly distribution: 3 meals per day for 5 days
Supplies-Bags	\$ 795.00	\$ 705.00	\$ 1,500.00 Disposable produce bags & shopping bags
Senior Mobile Pantry-Bags	\$ 1,788.75	\$ 1,586.25	\$ 3,375.00 225 Re-usable grocery bags
Transportation	\$ 1,176.60	\$ 1,043.40	\$ 2,220.00 25% of Auto budget
Equipment Repair	\$ 1,060.00	\$ 940.00	\$ 2,000.00 Refrigeration repairs
Total Food and Supplies	\$ 30,503.62	\$ 27,050.38	\$ 57,554.00
Capacity Building			
Shelving	\$ 834.75	\$ 740.25	\$ 1,575.00 12 wire shelving units
Refrigerator/Freezer	\$ 2,035.20	\$ 1,804.80	\$ 3,840.00 Paris 185 U freezer/refrigerator with shipping
Capacity Building Total	\$ 2,869.95	\$ 2,545.05	\$ 5,415.00
Overhead 15%	\$ 8,862.92	\$ 7,857.68	\$ 16,720.60

Total Expenses	\$ 68,000.00	\$	60,300.00	\$	128,300.00
Net Income	\$ -	\$	-	\$	-
In Kind Goods: Food Donations	53,000.00		47,000.00		100,000.00 Food drives and community donations

Survival Centers, Inc.

Independent Auditor's Report

June 30, 2014

Survival Centers, Inc.
Amherst Survival Center
Board of Directors
Fiscal Year 2015

The Board of Directors meets the 2nd Monday of each month at the Amherst Survival Center at 5:30pm.

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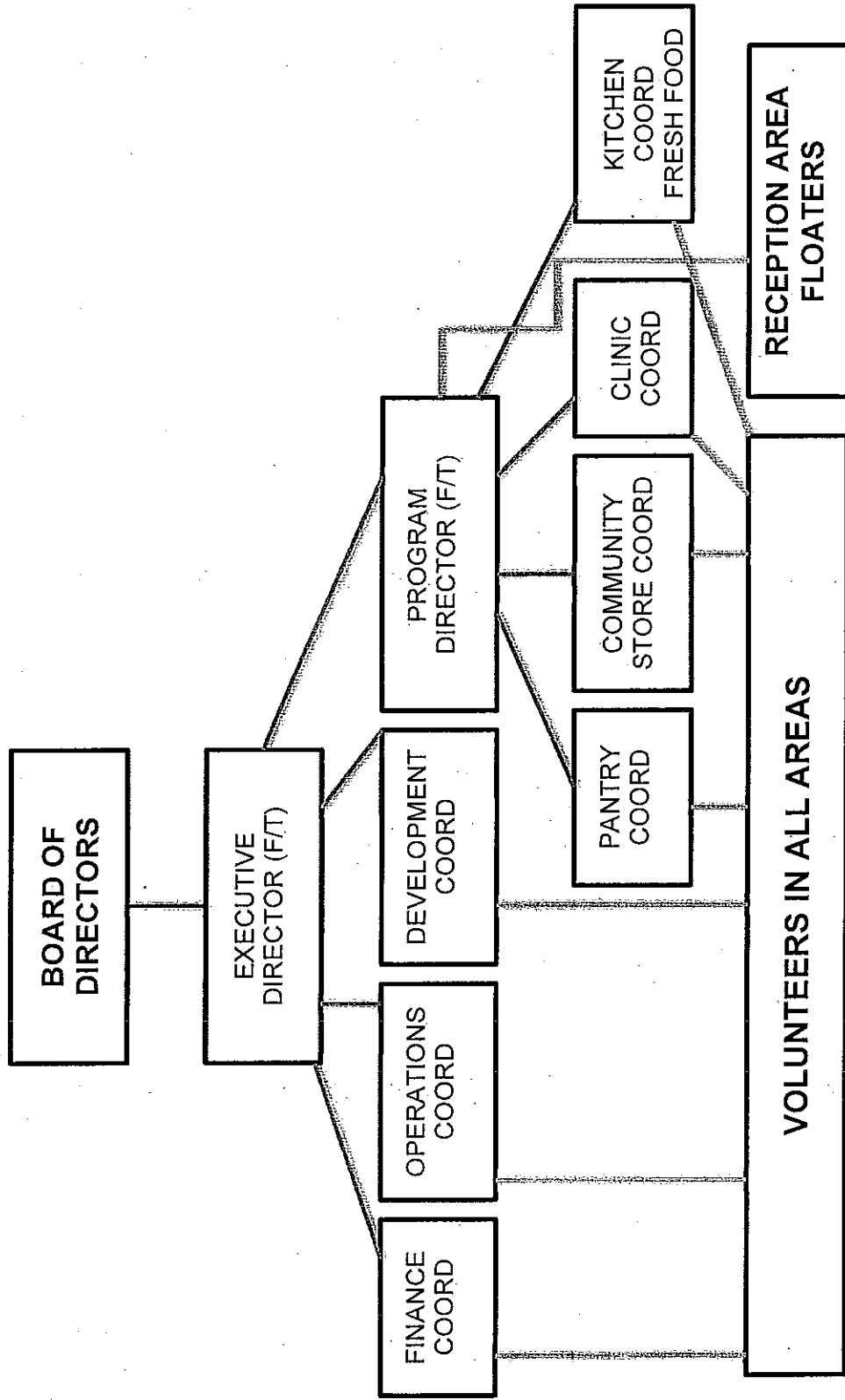
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AMHERST SURVIVAL CENTER ORGANIZATIONAL CHART



September 2014